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**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT ON
EMPLOYEE ENGAGEMENT IN CHINA COALMINE INDUSTRY**



UUM

BY
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Master of Human Resource Management**



**Pusat Pengajian Pengurusan
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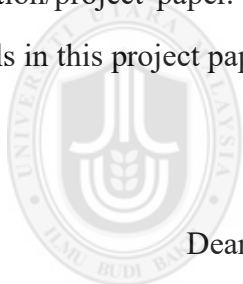
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Abstract

In the current competitive environment, a highly engaged employee team is an important factor for enterprise to obtain competitive advantage. The influence of employee engagement on organizational success is gradually recognized and has become a hot topic for industry to pay attention to human resource management practice. This study examined the human resource management (HRM) factors that influence employee engagement at Hongliu coalmine which consist of employee engagement, training and development, compensation and benefit as well as safety and health. The data were collected using survey to 300 employees of Hongliu coalmine in China and were utilized using SPSS version 25. The correlation analysis shows that training and development, compensation and benefit, and safety and health have positive correlation with employee engagement. The regression results positive influence between training and development, compensation and benefit, safety and health on employee engagement. Thus, implication of the results and future research on HRM practices are also discussed.

Keywords: Employee Engagement, Training and Development, Compensation and Benefit, Safety and Health.



Abstrak

Di dalam persekitaran semasa yang kompetitif penglibatan pekerja adalah faktor penting bagi organisasi untuk mempunyai kelebihan daya saing. Pengaruh penglibatan pekerja terhadap kejayaan organisasi diiktiraf secara beransur-ansur dan menjadi topik untuk industri memberi perhatian kepada amalan pengurusan sumber manusia. Kajian ini melihat faktor pengurusan sumber manusia yang mempengaruhi penglibatan pekerja di Hongliu Coalmine dari aspek latihan dan pembangunan, pampasan dan faedah serta keselamatan dan kesihatan. Data di edar menggunakan soal selidik kepada 300 kakitangan Hongliu Coalmine di China dan dianalisis menggunakan SPSS versi 25. Analisis korelasi menunjukkan latihan dan pembangunan, pampasan dan faedah, dan keselamatan dan kesihatan mempunyai hubungan positif terhadap penglibatan pekerja. Hasil model regresi menunjukkan latihan dan pembangunan, pampasan dan faedah, keselamatan dan kesihatan mempengaruhi penglibatan pekerja. Implikasi kailan dan penyelidikan masa hadapan mengenai amalan pengurusan sumber manusia juga dibincangkan.

Kata kunci: penglibatan pekerja, latihan dan pembangunan, pampasan dan faedah, Keselamatan dan kesihatan.



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CHAPTER 1

INTRODUCTION

1.0 Introduction

China is the world's largest producer of coal which account for 40% of the world's as well as the largest coal consumption of 50.2% of total Coal is China's main energy and the basis of national economic and social development. Coal accounts is about 70 percent of China's primary energy production and consumption structure, and in the new century of emerging energy sources; China's coal is expected to account for more than 50% by 2050 (China Interface news, 2019). Therefore, it is necessary to ensure sustainable, stable and healthy development of the coal industry. The most direct indicator of an industry's continued development is its economic benefits. Employee engagement plays a crucial role as a direct participant that affects economic interests. Thus, a strong company may have advantages in technology, capital, market and innovation, but industry can't be successful without good employees to fulfill their roles and responsibilities. Hence, it is important for organization to have committed workforce by ensuring that employee can provide an important platform for companies to pursue long-term and sustainable economic benefits. Employee engagement is an important indicator of human resource management practices, and also a key factor influence the sustainable development of enterprise.

According to the annual survey report on employee engagement of Chinese enterprises (2015), over the past 10 years the analysis of nearly 1,000 enterprises,

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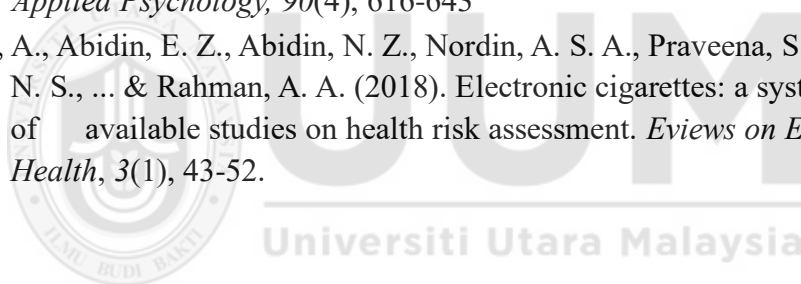
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APPENDICES

Appendix A Questionnaire survey (English version)

The following questionnaire is part of the research on employee engagement in hongliu coal mine. The information is anonymous and will be used for the master's thesis of human resource management. Your cooperation in providing the most appropriate and accurate responses are much appreciated.

Select your answers on a scale of 1-5.

Thank you.

DEMOGRAPHIC PROFILE					
Please indicate your personal particulars.					
Gender	Male ()		Female ()		
Age (years)	20-24 ()	25-29 ()	30-34 ()	35-39 ()	40-45 ()
Length of service in coalmine industry	<1year ()	1-5year()	6-10year ()	11-15year ()	>15year()
Highest academic achievement	primary school ()	junior high school ()	senior high school ()	associate degree ()	Bachelor's degree ()

Employee engagement		Strongly Disagreed		Agreed Strongly		
		1	2	3	4	5
1	When I get up in the morning, I feel like going to work.	1	2	3	4	5
2	At my work, I feel bursting with energy.	1	2	3	4	5
3	At my work I always persevere, even when things do not go well	1	2	3	4	5
4	I can continue working for very long periods at a time.	1	2	3	4	5
5	At my job, I am very resilient, mentally	1	2	3	4	5
6	At my job I feel strong and vigorous.	1	2	3	4	5
7	To me, my works are challenging.	1	2	3	4	5
8	My work inspires me.	1	2	3	4	5

9	I am enthusiastic about my works.	1	2	3	4	5
10	I am proud of my works	1	2	3	4	5
11	I find the work that I do full of meaning and purpose.	1	2	3	4	5
12	When I am working, I forget everything else around me	1	2	3	4	5
13	Time flies when I am working.	1	2	3	4	5
14	I get carried away when I am working	1	2	3	4	5
15	It is difficult to detach myself from my jobs.	1	2	3	4	5
16	I am immersed in my work.	1	2	3	4	5
17	I feel happy when I am working intensely.	1	2	3	4	5

HRM PRACTICES

Strongly Disagreed → Strongly Agreed

Training and Development

1	Our organization conducts extensive training programs for its employees in all aspects of quality.	1	2	3	4	5
2	Employees in each job will normally go through training programs every year.	1	2	3	4	5
3	Training needs are identified through a formal performance appraisal mechanism.	1	2	3	4	5
4	There are formal training programs to teach new employees the skills they need to perform their jobs.	1	2	3	4	5
5	New knowledge and skills are imparted to employees periodically to work in teams.	1	2	3	4	5
6	Training needs identified are realistic, useful and based on the business strategy of the organization.	1	2	3	4	5

HRM PRACTICES

Strongly Disagreed → Strongly Agreed

Compensation and Benefits

1	My salary earned is employee competitive	1	2	3	4	5
2	My allowances earned is employee competitive	1	2	3	4	5
3	My benefits given employee competitive	1	2	3	4	5
4	The company has a fair reward system	1	2	3	4	5
5	I am satisfied with my current salary	1	2	3	4	5
6	I am satisfied with the current bonus system	1	2	3	4	5

HRM PRACTICES**Strongly
Disagreed** **Strongly
Agreed****Safety and health**

1	Health and safety is not my problem. It's up to management.	1	2	3	4	5
2	I would have react strongly against people who break safety and health instructions	1	2	3	4	5
3	I am clear about my responsibilities towards safety and health.	1	2	3	4	5
4	I always work with safety protective equipment.	1	2	3	4	5
5	I always work safely even I am not being supervised.	1	2	3	4	5
6	I am satisfied with the channel of security information.	1	2	3	4	5
7	I always get updated information related to safety.	1	2	3	4	5
8	There are proper communication lines between workers and management.	1	2	3	4	5
9	I get informed about accidents happened.	1	2	3	4	5
10	I fear of criticism by fellow employees, supervisors and managers.	1	2	3	4	5
11	I was physically attacked or threatened by a member at workplace.	1	2	3	4	5
12	Fatigue is an issue for me- I have caught myself making mistakes on the job when I was tired.	1	2	3	4	5
13	I feel pressure from management/supervisor	1	2	3	4	5
14	I suffer from work related ill such as backache, stress and repetitive strain injury.	1	2	3	4	5
15	I feel under enormous pressure, fatigue and stress easy leading to accidents.	1	2	3	4	5

Appendix B Questionnaire survey (mandarin version)

问卷调查(中文版)

以下问卷是一次学术研究问卷，关心的是员工和企业之间的关系。本调查完全采用匿名的方式进行，保证不会对您的生活和工作带来任何负面影响。非常感谢您的合作，调查的结果只会用于学术研究。

从 1-5 的范围内选择你的答案。

谢谢你！

DEMOGRAPHIC PROFILE 个人背景信息					
Gender 性别	Male 男 ()		Female 女 ()		
Age 年龄(years)	20-24 ()	25-29 ()	30-34 ()	35-39 ()	40-45 ()
Length of service in coalmine industry 任职年限	<1year 1 年以内 ()	1-5year 1 年-5 年 ()	6-10year 6 年 -10 年()	11-15year 11 年-15 年()	>15year 15 年以上 ()
Highest academic achievement 最高学历	primary school 小学 ()	junior high school 初中 ()	senior high school 高中 ()	associate degree 大专 ()	Bachelor's degree 本科及以上 ()

Employee engagement

员工敬业度		Strongly Disagree 完全不同意	Strongly Agreed 非常同意
1	When I get up in the morning, I feel like going to work. 当我早晨起床后，我很想要去上班	1	2 3 4 5
2	At my work, I feel bursting with energy. 现在的工作让我感到能量满满。	1	2 3 4 5

3	At my work I always persevere, even when things do not go well. 即使我在工作中不顺利，我也总能坚持下去。	1	2	3	4	5
4	I can continue working for very long periods at a time. 我可以持续工作很长的时间。	1	2	3	4	5
5	At my job, I am very resilient, mentally 在工作中我有很强的适应能力。	1	2	3	4	5
6	At my job I feel strong and vigorous. 工作的时候我感到自己活力充沛。	1	2	3	4	5
7	To me, my works are challenging. 在我看来，这份工作极具挑战。	1	2	3	4	5
8	My work inspires me. 我的工作可以激励我更加积极的生活。	1	2	3	4	5
9	I am enthusiastic about my works. 我对我的工作充满热情，愿意一直留在公司。	1	2	3	4	5
10	I am proud of my works. 我为我的工作感到骄傲。	1	2	3	4	5
11	I find the work that I do full of meaning and purpose. 我认为现在的工作充满意义。	1	2	3	4	5
12	When I am working, I forget everything else around me. 当我工作的时候，我经常会忘记了周围的一切。	1	2	3	4	5
13	Time flies when I am working. 当我工作时感到时间过得非常快。	1	2	3	4	5
14	I get carried away when I am working 我工作的时候心情很好，总是很投入。	1	2	3	4	5
15	It is difficult to detach myself from my jobs. 在工作中很难有其他事情影响/打扰到我。	1	2	3	4	5
16	I am immersed in my work. 我沉迷于自己的工作无法自拔。	1	2	3	4	5
17	I feel happy when I am working intensely. 我能从工作的紧张和忙碌中寻找快乐。	1	2	3	4	5

HRM PRACTICES

Training and Development

Strongly
Disagree



Strongly
Agreed

完全不同

非常同意

培训和发展

意

1	Our organization conducts extensive training programs for its employees in all aspects of quality. 企业为员工们提供多个领域的培训。	1	2	3	4	5
2	Employees in each job will normally go through training programs every year. 企业每年都要为各个岗位的员工进行培训。	1	2	3	4	5
3	Training needs are identified through a formal performance appraisal mechanism. 企业通过正式的绩效考核确定培训需求。	1	2	3	4	5
4	There are formal training programs to teach new employees the skills they need to perform their jobs. 企业针对新员工有专业具体的培训，来增强新员工的技能。	1	2	3	4	5
5	New knowledge and skills are imparted to employees periodically to work in teams. 新的知识和技能会周期性的传授给员工们。	1	2	3	4	5
6	Training needs identified are realistic, useful and based on the business strategy of the organization. 企业会把有用的技能基于企业的战略，结合实际情况传授给员工们。	1	2	3	4	5

HRM PRACTICES

Compensation and Benefits

Strongly
Disagree



Strongly
Agreed

完全不

非常同意

薪酬和福利

同意

1	My salary earned is employee competitive 我的工资水平在同行业中很有竞争力。	1	2	3	4	5
2	My allowances earned is employee competitive	1	2	3	4	5

	我的津贴水平在同行业中很有竞争力。					
3	My benefits given employee competitive 我的福利水平在同行业中很有竞争力。	1	2	3	4	5
4	The company has a fair reward system 企业有完善的薪酬体系。	1	2	3	4	5
5	I am satisfied with my current salary 我对目前的工资很满意	1	2	3	4	5
6	I am satisfied with the current bonus system 我对目前的奖金机制很满意。	1	2	3	4	5

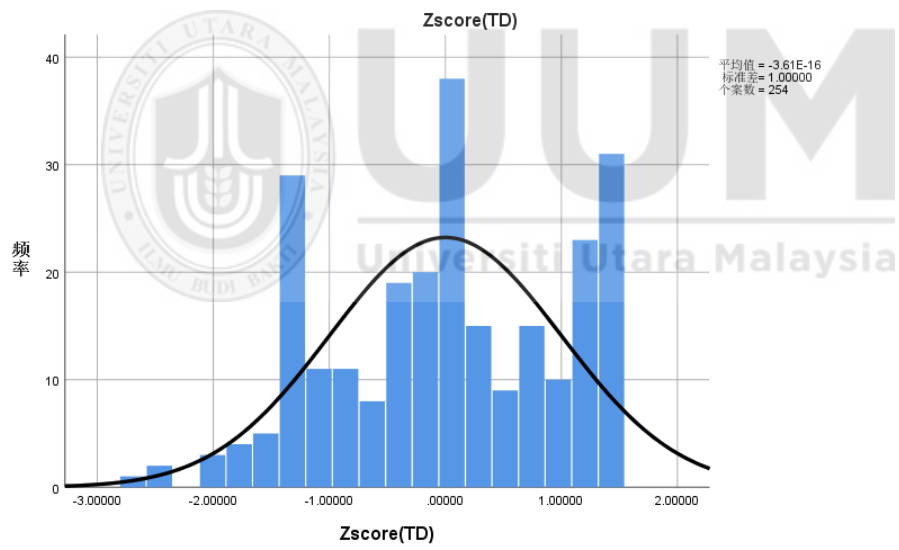
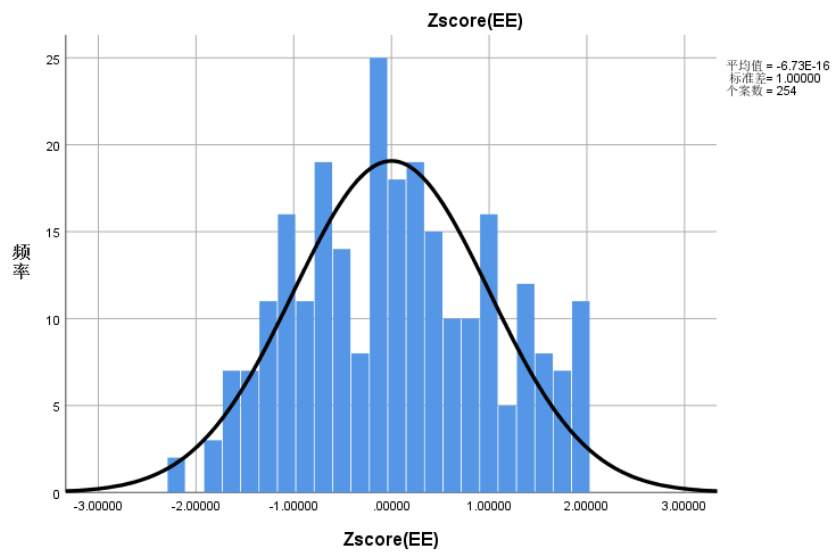
HRM PRACTICES

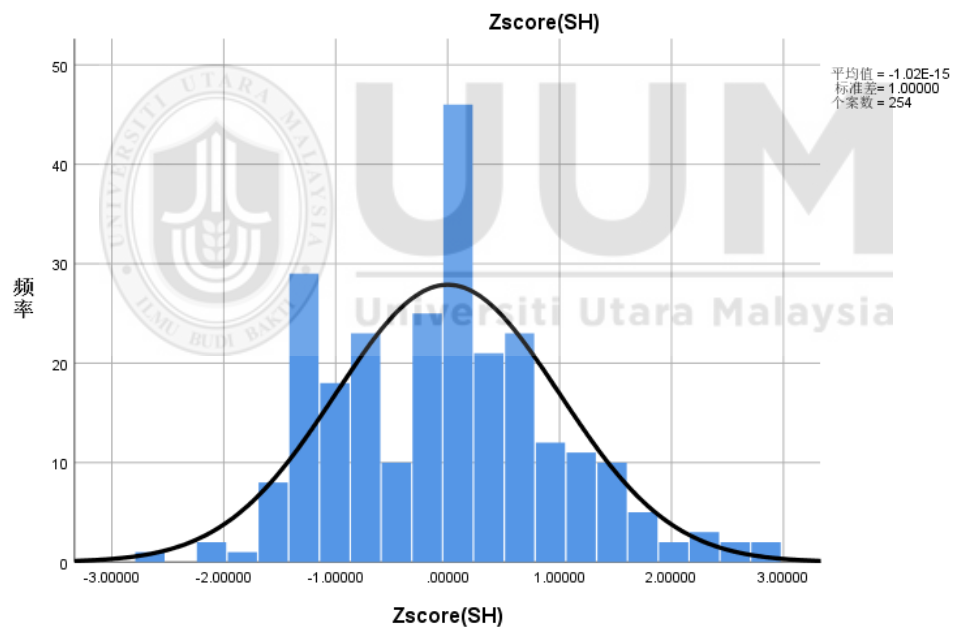
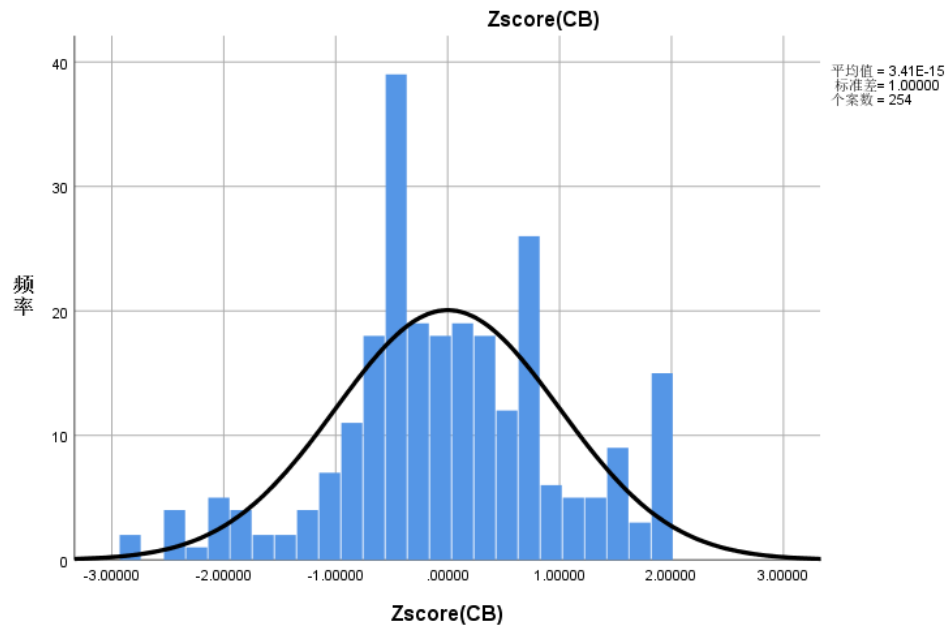
Safety and health		Strongly Disagree					Strongly Agreed				
健康和安全		完全不同					非常同意				
		意					意				
1	Health and safety is not my problem. It's up to management. 我并不关注在工作中的健康和安全问题，那是管理层的事情。	1	2	3	4	5					
2	I would have react strongly against people who break safety and health instructions 我会强烈反对那些违反安全和健康指导的人。	1	2	3	4	5					
3	I am clear about my responsibilities towards safety and health. 我很清楚我在工作中关于安全和健康的责任。	1	2	3	4	5					
4	I always work with safely protective equipment. 我工作的时候总是带着防护设备。	1	2	3	4	5					
5	I always work safety even I am not being supervised. 即使没有人监督，我也能保证安全工作。	1	2	3	4	5					
6	I am satisfied with the channel of security information. 我对获取安全信息的方式很满意。	1	2	3	4	5					
7	I always get updated information related to safety. 我总是能得到有关工作安全的最新信息。	1	2	3	4	5					
8	There are proper communication lines between workers and management. 员工和管理层之间有适当的沟通渠道。	1	2	3	4	5					
9	I get informed about accidents happened.	1	2	3	4	5					

	事故发生的时候我可以得到消息。					
10	I fear of criticism by fellow employees, supervisors and managers. 我害怕同事、主管和经理的批评。	1	2	3	4	5
11	I was physically attacked or threatened by a member at workplace. 我在工作现场被同事威胁/殴打过。	1	2	3	4	5
12	Fatigue is an issue for me- I have caught myself making mistakes on the job when I was tired. 工作疲劳对我来说是个问题，因为当我疲劳时很容易犯错。	1	2	3	4	5
13	I feel pressure from management/supervisor 我能感到来自管理层和主管的压力。	1	2	3	4	5
14	I suffer from work related ill such as backache, stress and repetitive strain injury. 我患有职业病/因为工作产生的各类疾病，如背痛，压力大，重复性劳损等。	1	2	3	4	5
15	I feel under enormous pressure, fatigue and stress easy leading to accidents. 在工作中，我感到紧张，疲劳和巨大的压力，让我更容易犯错。	1	2	3	4	5

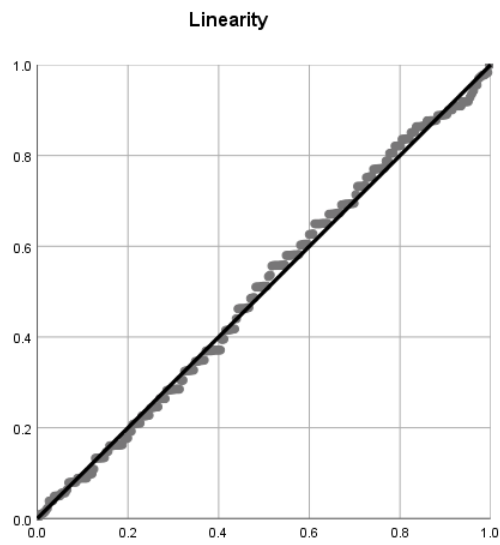


Appendix C Normality test





Appendix D Linearity Test



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